

**ROUTING AND RECORD SHEET****SUBJECT:** (Optional)

Fritz Ermarth's Speech to the Association of Former Intelligence Officers

**FROM:**

Special Assistant to C/NIC

**EXTENSION****NO.****DATE****TO:** (Officer designation, room number, and building)**DATE****RECEIVED****FORWARDED****OFFICER'S INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)1. David D. Gries  
Vice Chairman/NIC

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3. Robert M. Gates  
DDCI

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8. NIC/AG  
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Fritz will deliver this talk shortly after his return from Europe. He asked that we obtain your approval. Note these are bullets, not text per his request. They have been cleared by:

DD/PAO

Doug MacEachin

Chief Plans, RPMC  
Chief of PESSTAT  
STATSTAT  
STATSTAT  
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## THE STATE OF ANALYSIS OVER THE PAST TEN YEARS

Friday 14 October 1988

### SPEECH FOR THE ASSOCIATION OF FORMER INTELLIGENCE OFFICERS

#### I. Introductory Remarks

- \* Good that conference is focusing on analysis.
- \* State of analysis is generally healthy, improvement continuing, more to come.
- \* Plan to address my remarks to people and data processing.
- \* First, some comments on the role of analysis and analysts.

#### II. Analysis in the Intelligence Process

- \* Our dedicated collection systems make intelligence unique (and distinct from scholarship or journalism). And analysis makes collection intelligible and useful.
- \* The intelligence cycle of requirements, collection, processing, analysis, coordination, and production.

#### III. The Human Cadre of Intelligence Analysis

NOTE: Data mostly from CIA because more readily available. Broadly speaking, trends in the Intelligence Community are similar. Although the

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\* C/NIC will complete after returning from TDY.


analytic corps in DIA consists of both military and civilian officers, my comments apply solely to civilians since military analysts have their own career pattern.

Growth of Numbers, Quality, Qualifications.

-- Over the last 10 years, the analytic components in the Intelligence Community have grown more than in any other period. But the portion of Intelligence Community personnel made up of analysts has remained roughly the same as in the past because of simultaneous growth in other areas. For example, the number of analyst positions in CIA's Directorate of Intelligence (DI) has increased markedly but continue to make up the same percentage of total DI positions as in the past.

-- Growth has been driven by the desire of both the White House and Congress to strengthen the nation's overall intelligence capabilities. This has led to large increases in the analyst population.

-- The success in filling these new positions reflects both a more favorable atmosphere for hiring new, highly-qualified analysts and a lower attrition rate as compared to earlier years. It also shows the DI's greater success in general recruiting efforts, partly as a result of incentive programs such as the Graduate Fellows Program, and partly as a result of targeting specialists in high demand, such as economists and engineers. Financial disincentives and a disinclination for government work, however, could slow, or even reverse, this trend.



-- Analysts at CIA are relatively young, nearly half being under 35 years of age. Their work experience is limited and generally not in the analytic area. At the same time, the present crop of DI analysts has travelled abroad more (e.g., personal travel, study abroad) than those hired a decade ago. At DIA, however, the analytic corps is somewhat older--the median age ranging between 40-45. Many of them served in the military services or worked with a contractor organization before joining DIA.

-- With regard to their academic background:

- o Over the last 10 years, the majority of new analysts in CIA have come from major state universities, although private schools also provide the DI with new analysts.

- o Test scores are higher in analytic aptitudes, interpersonal skills, and work attitudes than in the late 1970s.

- o More entrants have Master's degrees than in earlier years. The agency also recruited a greater number of Ph.D.s during the early 1980s when market conditions were favorable to hiring in this advanced academic area.

- o Entrants with language capabilities have dropped approximately 10% since the late 1970s. This decrease probably reflects a lowering of language requirements by academic institutions over the last decade. Still, the CIA boasts a capability in more than 60 languages, with expertise concentrated in French, Spanish, German, and Russian.

### Profile of DI Skills and Personnel Characteristics.

-- Over the last ten years the variety of academic backgrounds and specialties of analysts hired has increased as the DI has sought to respond to the requirements of new policy issues--narcotics, terrorism, and political instability, to name a few.

-- Unlike their more senior peers, the new analysts arrive with higher expectations and are more career- and achievement-oriented, but are also more apprehensive over possible setbacks in their jobs. Moreover, it appears that analysts have become more aware of the performance evaluation system and career advancement paths, showing keen interest in understanding personnel procedures and keeping informed about new developments.

### "Typical" Career Development.

-- Both CIA and DIA currently have their own individual career service programs that seek to respond to the mission, needs, and situation of their officers.

-- As a general rule, the more successful analysts are encouraged to become generalists and acquire broad expertise on a variety of issues. A drawback of this approach is that generalists may lack the depth of knowledge needed. The Intelligence Community's historical perspective on a particular problem is often lost.

-- In recent years, there has been an increased effort made to make available higher-graded positions for analysts who wish to remain in analysis. In the past, analysts often switched to management positions to make themselves eligible for promotion, regardless of whether they really wanted to manage.

-- CIA has opened new opportunities through the Senior Intelligence Analyst Program, and expects to designate one-third of the new SIS positions requested in its budget for experts.

-- In the last five years, DIA has doubled its number of supergrades, with over half of the positions going to analysts. DIA also has a career enhancement program for analysts that guides them through various stages of training and assignments, helping them qualify for higher grades in their own career tracks.

#### IV. ADP and Modern Electronic Tools

##### Computers and Intelligence Analysis Go Back Several Decades, Mostly in Weapons Analysis.

-- The range and volume of data handled by today's analyst has grown rapidly. For example, information available to intelligence analysts probably tripled between 1977 and 1984. It is likely to have a similar increase between 1984 and the early 1990s.